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## Office Memorandum • UNITED STATES GOVERNMENT

TO : Acting Director of Training

DATE: 6 April 1956

FROM : Chief, Language and External Training School

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SUBJECT: Survey of Clerical Activities and Requirements

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1. I submit herewith results and conclusions of a survey and analysis performed at my request, by [ ] of the clerical activities and requirements within the school. The data herein are based upon responses to two questionnaires that were designed (a) to define, by nature and amount, the workload of all clerical staff, and (b) the nature and extent of clerical activity created by the professional staff, and their methods of accomplishing that activity, whether by clerical staff or by self.

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2. The present ratio between clerical and professional personnel is [ ] (including staff, contract and detail employees). Of the [ ] clerical staff, two [ ] are fully occupied with clerical activity involved in administration of the school. Two others [ ] are fully occupied in the Office of the Chief, as administrative assistant for the school and as foreign language secretary for the proficiency testing program, and are rarely available to provide clerical support. As a consequence, only [ ] may be regarded as available to provide clerical support for [ ] professional staff.

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3. By nature, clerical support requirements of professional personnel include normal office stenographic and typing services, an abnormal amount of correspondence related to organization and conduct of area courses, clipping and filing, preparation of language training lessons, dictation and preparation of area lectures, tests and textbooks. Moreover, in addition to the volume of clerical support, time is also a consideration that increases the burden at times. Frequently, on very short notice, we organize and conduct special courses to meet specific requirements, and the preparation and provision of instructional materials then becomes a daily problem in a hand-to-mouth existence, and must take priority over other clerical activities--if the course is to be of the quality we desire. When this is a demanding program--as has been the intensive French course, which was organized under these circumstances--the clerical support available to other staff must be cut to an absolutely irreducible minimum.

4. The survey indicated that all area training staff, and some of the language training staff (average grade, GS-13) are performing essential clerical work that cannot be accomplished by clerical personnel. This is estimated at 80 hours a week. Additionally, the survey produces an estimate of 210 hours per week of clerical support for

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programs and projects planned and under development to be conducted during the coming year in response to Agency requirements. If we assume this to be a 25% over-estimate, we can define the total excess need over present capabilities for clerical support as 240 hours a week (80 plus 75% of 210). This figure may well be appreciably increased as we enter into scheduled intensive programs in Romanian, Turkish, German, and Chinese.

5. The above situation represents the condition following efforts of the school to minimize the shortage by realignment of clerical responsibilities, considerably increasing the burden and responsibility placed upon each clerical staff. In essence, this has consisted of assumption by [ ] of the duties of [ ] (whose slot is now occupied by [ ]), assignment of [ ] to the proficiency testing program, and assumption by [ ] routine duties, in addition to her regularly assigned responsibilities.

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6. Insofar as the estimates (with the arbitrary 25% discount for error) produced by the survey may be regarded as reliable, it appears that current critical clerical staff shortage, after recent realignments made by LETS, is not less than the two persons needed to perform clerical duties now being done by professional staff, and that development of scheduled programs will make this deficiency not less than a total of six.

7. This is not sent as a request for slots and personnel; for I am appreciative of both the ceiling and the general shortage of clerical personnel. I had this study done, however, because I wanted to know whether or not the "shortage" was real, and if real, how great. As an indication of the nature and degree of the problem, I believe this will interest you.

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